NEWSLETTER

No. 98-5 — MAR 98

REHEARSALS

FOREWORD

Rehearsals have proven to have a dramatic effect on battlefield results. Combat commanders from the Gulf War, Panama and Grenada have all strongly praised the value of detailed rehearsals. U.S. Army doctrine emphasizes to commanders and staff the need for rehearsals. Nonetheless, many units routinely conduct training missions at the Combat Training Centers with little or no rehearsal. Frequently, inadequate rehearsals are conducted to "check the block" or the rehearsal is allowed to degenerate into a massive wargame.

Good rehearsals are not easy. They require a major work effort with sound preparation, discipline, and involve significant amounts of that precious commodity - leader time. The difficulty involved heightens the need to include rehearsals in all tactical training. The quality of a rehearsal at a CTC is simply something else for the AAR, but the effects of training for, and conducting rehearsals during, wartime may mean the difference between victory and failure, between a welcome-home parade, and writing letters home for those soldiers who died.

This newsletter was developed simultaneously with Appendix G of **FM 101-5,** *Staff Organization and Operations,* May 1997. *CALL strongly recommends that all leaders review* **FM 101-5.** This newsletter reviews the doctrine with some specific techniques and procedures for units to use. The Tactics, Techniques and Procedures presented in this newsletter were primarily developed, tested and refined at the National Training Center, Joint Readiness Training Center and the Combat Maneuver Training Center.

EDWARD J. FITZGERALD III
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Center for Army Lessons Learned

REHEARSALS

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The Secretary of the Army has determined that the publication of this manual is necessary in the transaction of the public business as required by law of the Department. Use of funds for printing this publication has been approved by Commander, U. S. Army Training and Doctrine Command, 1985, IAW AR 25-30.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

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Chapter I
REHEARSAL TYPES, TECHNIQUES, AND CONSIDERATIONS

Doctrine has not consistently addressed rehearsals. Two of the best references, FM 71-123 (Sep 92) and FM 7-20 (Apr 92), address rehearsals differently leading to some confusion. FM 7-20 states there are six *types* of rehearsals. FM 71-123 refers to *types* as *levels* of rehearsals and discusses three. The ***types*** and ***levels*** presented in these FMs are actually *techniques* for performing rehearsals. For example; a sketch map, terrain model, and a map rehearsal, as explained in FM 7-20 and FM 71-123, are actually *techniques* for preforming the same rehearsals. When performed correctly, all three will achieve the same result.

The new version of FM 101-5 (May 1997) presents clear guidance, and this newsletter will follow its lead. FM 101-5 presents rehearsal ***types*** and ***techniques.***

☛ **Rehearsal *types* are defined here by the purpose of the rehearsal and its respective place on the MDMP timeline.**

☛ **Rehearsal *techniques* discussed are the ones most commonly used to facilitate the different *types*.**

TYPES OF REHEARSALS

The ***five types*** of rehearsals are:

> **1. Confirmation brief**
> **2. Backbrief**
> **3. Combined arms rehearsal**
> **4. Support rehearsal**
> **5. Battle drill/SOP rehearsal**

Each of the five *types* achieves a specific result and has a specific place in the Military Decision-Making Process (MDMP) timeline.

1. **CONFIRMATION BRIEF** - The confirmation brief is routinely performed by a subordinate leader *immediately after* receiving any instructions, OPORD, FRAGO, etc. Subordinate leaders brief the higher commander on:

> ☛ **their understanding of his intent,**
> ☛ **their specific task and purpose, and the**
> ☛ **relationship between their unit's mission and the mission of other units.**

2. **BACKBRIEF** - The backbrief is normally performed *throughout* the MDMP. This rehearsal allows the commander to clarify his intent early in the subordinate's tactical estimate process. The higher commander should use backbriefs to:

> ☛ **Identify problems in his concept of operation.**
> ☛ **Identify problems in subordinate unit commander's concept of operations.**
> ☛ **Determine how a subordinate intends to accomplish the mission.**

3. **COMBINED ARMS REHEARSAL** - The combined arms rehearsal is normally conducted by a maneuver unit headquarters and performed *after* the subordinate units have issued their OPORD. This rehearsal ensures:

> ☛ **The subordinate units plans are synchronized with the other units in the organization.**
> ☛ **The plans of all subordinate commander's will properly achieve the intent of the higher commander.**

4. **SUPPORT REHEARSAL** - Support rehearsals are normally performed within the framework of a single or limited number of BOS. Examples include the FS rehearsal or the CSS rehearsal. Support Rehearsals are performed *throughout* the MDMP timeline. Although these rehearsals differ slightly by BOS, they achieve the same result:

> ☛ **Ensure the soldiers responsible for a particular BOS can support the higher commander's plan.**
> ☛ **Ensure all assigned missions will be performed.**
> ☛ **Synchronize the particular BOS support plan with the maneuver plan.**

5. **BATTLE DRILL REHEARSAL OR SOP REHEARSAL** - The purpose of a battle drill or SOP rehearsal is to ensure all participants understand a technique or a specific set of procedures. This rehearsal is performed by all echelons, but most extensively at platoon, squad, and section levels. These rehearsals are performed *throughout* the MDMP timeline. This type of rehearsal is not limited to published battle drills. It could be the rehearsal of a TOC shift change, obstacle breach lane-marking SOP, actions a POL section takes at a ROM site or a section action in the defense of the BSA.
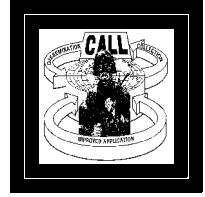
REHEARSAL TECHNIQUES

Techniques for performing rehearsals are limited only by the resourcefulness of the unit. Generally six techniques are used. The techniques discussed here are:

1. Full dress

2. Reduced force

3. Terrain model

4. Sketch map

5. Map

6. Radio

These six techniques range from extensive preparation, in time and resources, to minimal preparation. As they are listed, each takes a decreasing amount of time and resources to prepare and conduct. Each rehearsal technique provides different degrees of understanding for the participants and has different security risks. Figure 1 shows the rehearsal techniques in their relative positions, considering: Time, Resourcing, OPSEC, Participation, and Level of Understanding Gained.

> *"Commanders training together and knowing each other, rehearsing and practicing operations, holding AARs immediately after an exercise, refining and enforcing SOPs, and ensuring there is good understanding two levels up and down are a few of the things we need to emphasize."*
>
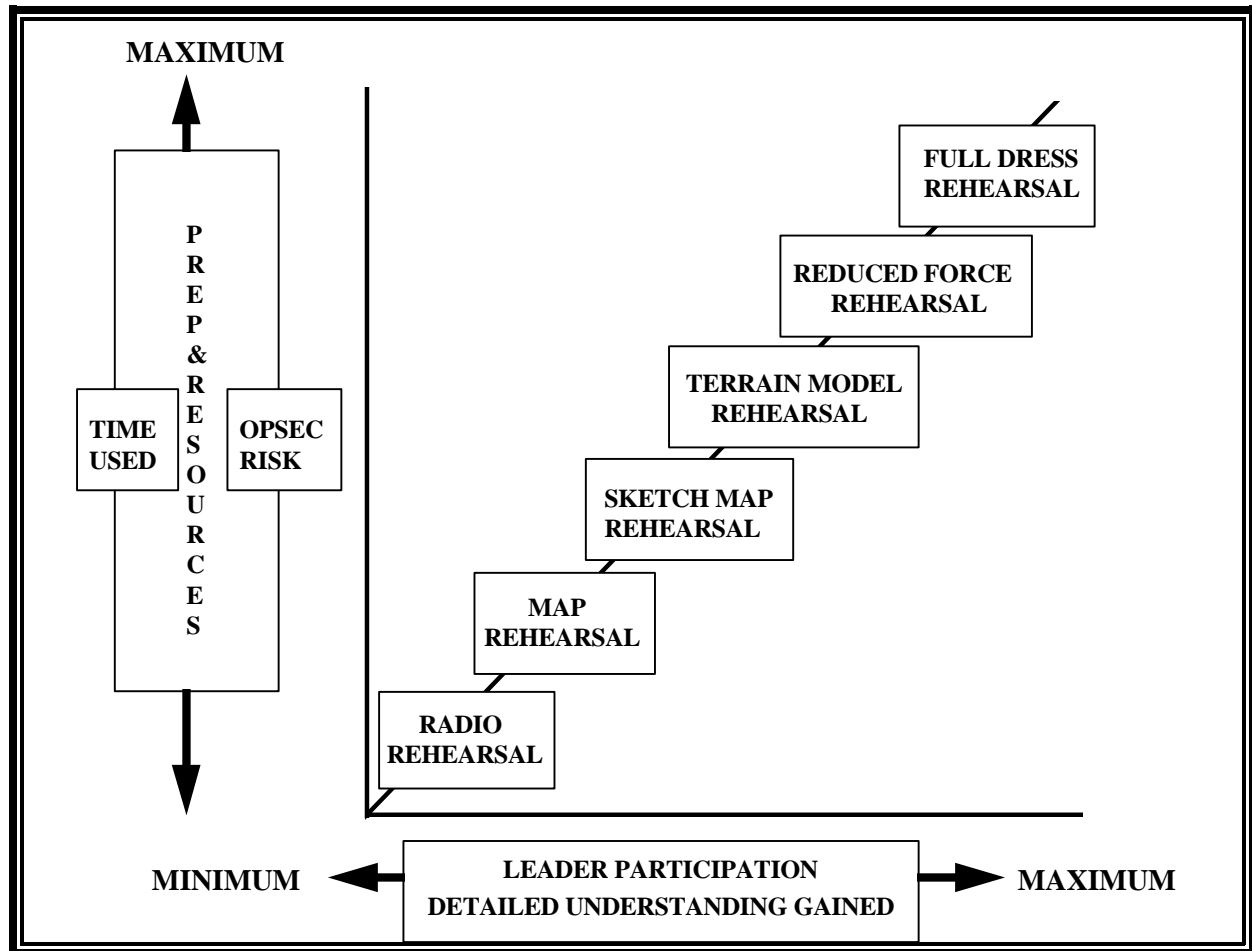> **-- COL Don Holder, Cdr, 2ACR, Operation DESERT STORM**

Figure 1

Considerations for these six rehearsal techniques are addressed below. The framework for the discussion is:

> **Time: amount required from planning to execution;**
> **Multi-Echelon: how many echelons can participate in the rehearsal;**
> **OPSEC: how easily the enemy can gather intelligence from the rehearsal; and**
> **Terrain: technique-specific terrain management considerations.**

1. FULL DRESS REHEARSAL - The full dress rehearsal produces the most detailed understanding of the mission. It involves every soldier and system participating in the operation. If possible, units should conduct full dress rehearsal under the same conditions, weather, time of day, terrain, etc., as the force will encounter during the actual operation. This may include the use of live ammunition. The full dress rehearsal is the most difficult to accomplish, especially at higher command levels.
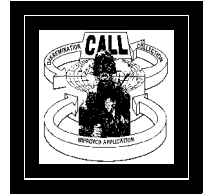
Considerations for the Full Dress Rehearsal. --

a. *Time:* Full dress rehearsals are normally the most time consuming of all the rehearsal techniques. At the BDE and TF levels, ensure you do not encroach subordinate unit timelines by scheduling a full dress rehearsal at your own convenience. For smaller units (company and below), full dress rehearsals are the most effective technique for ensuring everyone in the operation understands their part of the mission.

Technique: **Immediately prior to the full dress rehearsal, units might consider holding a reduced force rehearsal to ensure the leaders thoroughly understand the mission. Although this may look like it will require more time, the time spent with just the leaders will ensure the full dress rehearsal goes smoothly and efficiently.**

b. *Multi-Echelon:* A subordinate unit can perform a full dress rehearsal as part of a larger unit's reduced force rehearsal.

Example: *A company rehearsing an engagement area. One platoon has a contingency calling for it to reposition. The leaders of the company rehearse their actions while the entire repositioning platoon conducts a full dress rehearsal.*

c. *OPSEC:* The movement of a large body of the force will certainly attract attention from the enemy. Units must develop a plan to ensure the rehearsal is protected from the eyes of the enemy.

d. *Terrain:* Terrain management for the full dress technique can be difficult if it is not planned into the initial array of forces. The rehearsal area must be identified, secured, cleared and maintained throughout the rehearsal process. During offensive operations, a second set of graphics must be developed for the rehearsal to mirror the actual plan. During the defense, the rehearsing unit may already be occupying the terrain, and a second set of graphics may not be necessary.

2. REDUCED FORCE REHEARSAL - This rehearsal technique normally takes less time and resources than a full dress rehearsal because it involves only the unit's and subordinate unit's key leaders. Terrain requirements are the same as for a full dress rehearsal, only the number of participants changes. The commander first decides the level of leader involvement desired. The selected leaders then rehearse the plan while traversing the actual or like terrain. Commanders often use this rehearsal to rehearse the fire control measures in an engagement area. However, as during full dress rehearsal, it is highly susceptible to enemy combat intelligence activities. The reduced force rehearsal allows the leadership to rehearse the mission before moving to the full dress rehearsal. A form of Reduced Force Rehearsal is commonly called a TEWT (Training Exercise without Troops).

Considerations for the Reduced Force Rehearsal --

a. *Time:* The reduced force rehearsal normally requires less time than the full dress technique. This is an excellent way for smaller units to ensure leaders understand all required missions before moving to a full dress rehearsal. However, consider the subordinate unit's time table prior to scheduling the rehearsal.

b. *Multi-Echelon:* A small, subordinate unit can perform a full dress rehearsal as part of a larger unit's reduced force rehearsal.

> *Technique:* **While the Task Force performs a reduced force rehearsal of a breach, the breach force CO/TM can rehearse actions at the breach at full dress level.**
>
> c. *OPSEC:* This rehearsal is not as likely to become an OPSEC problem as the full dress because the rehearsing unit is smaller. However, the number of radio transmissions remains about the same as the full dress and must be considered.
>
> d. *Terrain:* Terrain management for the reduced force rehearsal can be just as difficult as the full dress. The rehearsal area must be identified, secured, cleared and maintained throughout the rehearsal process. As with the full dress rehearsal, a second graphic may have to be developed mirroring the actual plan but modified to fit the rehearsal terrain.

3. TERRAIN MODEL REHEARSAL - This rehearsal takes less time and fewer resources than the key leader rehearsal and is the most popular technique. The commander decides on the level of leader involvement, then has a scale terrain model of the Area of Operations constructed. An accurate terrain model can help subordinate leaders visualize the battle and their commanders' intentions. When possible, the commander should place the terrain model where it overlooks the actual terrain of the area of operations. However, if the situation requires more security, the terrain model can be placed on the reverse slope within walking distance of a point overlooking the area of operations. The model's orientation should coincide with the actual orientation of the terrain to help participants orient to the actual area of operations. The size of the terrain model can vary from where icons are moved to represent units to a large model on which the participants can walk. A large model helps reinforce participants' perception of relative positions of units on the actual terrain. Additional modeling techniques are discussed in Chapter V.

> *Considerations for the Terrain Model Rehearsal --*
>
> a. *Time:* The most time-consuming part of the technique can be the construction of the terrain model. Units must have a clear SOP stating who builds it, how it is built, and when it is built to ensure the model is accurate, large enough, and in sufficient detail to rehearse the mission.
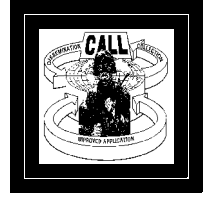>
> b. *Multi-Echelon:* Terrain model rehearsals can easily involve many different types of leaders. This, combined with an efficient use of time, make it a very effective multi-echelon technique.
>
> c. *OPSEC:* This rehearsal can become an OPSEC problem if the area around the rehearsal site is not secured. The collection of commanders and their vehicles can bring attention from the enemy. Upon completion of the rehearsal, ensure the terrain model is sanitized.
>
> d. *Terrain:* Terrain management is not as difficult as the previous techniques. The location of the site must be easy to find for the friendly commanders, yet invisible to the enemy. The optimum location is overlooking the terrain on which the mission will be performed.
>
> *Technique:* **Use engineer assets to prepare the terrain model area. A SEE can quickly scrape a small area smooth and level and then help pile up the spoil for a viewing area or to develop terrain features. Sign/Labels must be large enough to read from the viewing distances.**

4. SKETCH MAP REHEARSAL - Units can use this technique almost anywhere day or night. The procedures are the same as for a terrain model rehearsal, except the commander uses a sketch in place of a model. Sketches must be large enough for all participants to see as each subordinate walks through the interactive verbal execution of the operation. Units move symbols to represent their maneuver and location on the sketch. This technique is very effective for confirmation briefs and backbriefs.

Considerations for the Sketch Map Rehearsal --

a. ***OPSEC:*** As with the terrain model, this rehearsal can become an OPSEC problem if it is performed outside and the area around the rehearsal site is not secured. Another concern is that the collection of commanders and their vehicles can bring attention from the enemy.

b. ***Terrain:*** The optimum location is overlooking the terrain on which the mission will be performed.

***Technique: To create an accurate larger scale sketch:* Copy the area of operations from a 1:50,000 map onto an overhead projection slide by using either a copy machine or an alcohol pen. Project the slide onto butcher paper or white sheet using an overhead projector. Trace a few key reference points and terrain features onto the paper or sheet. When the terrain sketch is finished, place the graphics onto the projector and sketch them on the sheet or butcher paper. This technique will provide a sketch with an accurate and consistent scale which can be produced as large as required. A second technique is to use a Diazio machine, commonly found in most brigade TOCs to create the sketch map in a large format. When automation is not available, a large section of canvas and chalk will work just as well, e.g., on the TOC liner using colored chalk, or on a poncho or sheet.**

***Technique:* Have the TOC NCOIC produce several sketch maps on butcher paper while the OPORD is being given. Then these are available for briefbacks immediately following the OPORD.**

5. MAP REHEARSAL - The map rehearsal procedures are similar to the sketch map rehearsal, except the commander uses a map and operation overlay of the same scale as being used to plan and control the operation.

Considerations for the Map Rehearsal --

a. ***Time:*** The most time-consuming part is the rehearsal itself. The setup for this rehearsal is normally the easiest because it only requires maps and the current operational graphics.

b. ***OPSEC:*** As with the terrain model technique, this may be an OPSEC problem if it is performed outside and the area around the rehearsal site is not secured. Another concern is the collection of commanders and their vehicles can bring attention from the enemy.

c. ***Terrain:*** The optimum location is overlooking the terrain on which the mission will be performed.

Techniques:

Subordinate leaders follow the rehearsal on their own map and overlay.

Place the map and overlay horizontally, moving unit symbols across the map as in a wargame to show the planned sequence of actions. The map must be oriented and have the current graphics posted.

To ensure clarity, the commander should conduct this rehearsal at a vantage point overlooking the terrain of the area of operations.

6. RADIO REHEARSAL - The commander and his staff conduct radio rehearsals by interactively and verbally executing critical portions of the operation over established communications networks. This is accomplished in a general sequence of events which the commander establishes. Because of the obvious dangers involved with using this particular rehearsal, only the essential, most-critical portions of the operation are rehearsed. When used, these rehearsals include all communications facilities and equipment necessary to conduct that actual portion of the operation. To be effective, all participants must have working communications equipment and a copy of the OPORD and overlays. The TOC can rehearse tracking the battle simultaneously.

Considerations for the Radio Rehearsal --

a. *Time:* This method can be very time consuming if the unit does not have a clear SOP for performing this rehearsal. Using this technique requires all units to have operational communications systems.

Technique: Units must practice *HOW* to conduct a radio rehearsal before actually attempting to conduct one. A technique is to practice first with everyone in the same room. Once the flow of events is established, practice it from the remote locations.

b. *OPSEC:* As with the full dress and key leader rehearsals, this rehearsal can become an OPSEC problem because of the volume of the radio transmissions and potential compromise of information through enemy radio monitoring. A different set of frequencies should be used to protect the ones to be used for the operation. The use of wire systems is an option but does not exercise the radio systems which is the strong point of this rehearsal technique.

"You can reduce the amount of confusion on the battlefield by conducting detailed, thorough rehearsals. Commanders must command forward."
-- COL Lon E. Maggart, CDR, 1st BDE 1ID, Operation DESERT STORM

"Detailed, yet simple plans rehearsed to the point that everyone understands their piece in the fight and are confident with their ability to execute, and then decentralized execution."
-- COL James T. Hill, CDR, 1st Bde, 101st ABN (AASLT), Operation DESERT STORM

"So the advantage I had, and my commanders had, was that we had been part of the rehearsal (and) saw the problems (ahead of time)."
-- COL Jack P. Nix, Jr., CDR, 1st BDE, 82d ABN, Operation JUST CAUSE
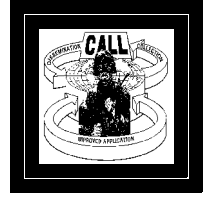
ADDITIONAL ISSUES

Site Selection - The most important criterion is that the site facilitates the selected rehearsal. However, several other factors must also be considered:

> *Security:* **The site must be secure from attack (ground and air) and from observation. A well-placed observer can compromise your entire operation. Plan a rally point in case of attack or artillery strike.**
> *Limited Visibility:* **Consider both the ability of the participants to see and light discipline.**
> *Noise Discipline:* **While compromise of the rehearsal is a concern, an even grater problem is the ability of the participants to hear the rehearsal, not generators, aircraft, or vehicles in the background.**
> *Parking:* **Tactical parking must be available for both wheeled vehicles and aircraft, but the dismount point must not be in a position to attract enemy attention.**
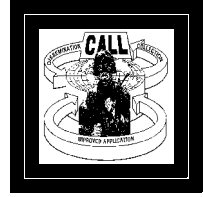
Which Rehearsal Type or Technique is Best - There is no right answer to which rehearsal is correct, only which is most effective as the conditions of METT-T are applied. Remember, the most effective technique is normally the full dress rehearsal, but it is not always the most practical technique.

Home-Station Training - Units must take advantage of every opportunity at home station to train the rehearsal process. Simulation exercises, TEWTs, and staff rides all present opportunities to train rehearsals. Train the process, then rehearse your rehearsal. Conduct an after-action review of your rehearsal process after every rehearsal.

The Sequence and Timing - There are two basic approaches to sequencing the rehearsals. One is for the sequence to follow the flow of the OPORDs down from BDE to PLT. Although normally easier to manage on a timeline, this technique does not allow the subordinate to be truly prepared for the higher unit rehearsal because he has not been allowed to conduct his own. The other is for the rehearsals to begin at the lowest level and move up the chain. This allows the subordinate to more accurately portray his planned action because he has completed a rehearsal of his actions.

Whichever time management technique is selected, small unit rehearsals must be conducted under similar conditions as those expected during actual mission execution, but first must be performed with the aid of daylight. As the higher unit builds its timeline, saving daylight hours for use by small units rehearsals becomes critical and must be planned into the timeline.

Technique: **Knowledge of the subordinate unit's plan is critical to the commander, but often he does not have time to attend all the subordinate unit rehearsals. One technique is for the commander to attend the main effort Combined Arms rehearsal, and the S3 and CSM to attend the supporting units rehearsals. This provides the unit with a higher headquarter's representative who has the authority to adjust the plan as additional issues arise at the rehearsal. The S3 or CSM can also take back issues, problems, and coordination instructions to the TOC for followup and resolution.**

Chapter II
RESPONSIBILITIES

Key personnel responsibilities are arranged by the Planning, Preparation, and Execution phases for the rehearsal. For the sake of brevity, this chapter is developed around the combined arms rehearsal. The responsibilities do not change for support rehearsals, only some of the position titles.

★PLANNING★

Commander - Provide the following information as part of the commander's guidance (during the initial mission analysis) and re-evaluate after course-of-action selection.

> **Type of rehearsal**
> **Rehearsal technique**
> **Location**
> **Attendees**
> **Enemy COAs to be portrayed**

XO - Ensure all rehearsals are imbedded in the unit's time management schedule. Responsible for:

> **Publishing the rehearsal time/location in the OPORD or in a WARNORD.**
> **Completing any rehearsals with the staff.**
> **Determining rehearsal products based on type, technique, and METT-T.**
> **Designating personnel to prepare rehearsal sites.**
> **Coordinating LO attendance from adjacent units.**

★PREPARATION★

Commander - Ideally the mission is rehearsed with events phased in proper order from start to finish. When time is short, this is not always possible.

> **Identify and prioritize key events to be rehearsed.**
> **Allocate time for the events being rehearsed.**

> **Conduct personal preparation to include reviews of:**
> > **Completeness of task organization.**
> > **Readiness of personnel and material.**
> > **Unit level of preparation for the assigned mission.**

XO - Through wargaming and coordination with the commander:

> **Coordinates and allocates time for the key events requiring rehearsal.**
> **Establish rehearsal time limits IAW the Commander's guidance and METT-T.**
> **Verifies rehearsal site preparation; a separate rehearsal site may be required for key rehearsal events such as an enlarged objective area or possible obstacle site. The rehearsal site must be accurate and complete with:**
> > **Appropriate markings and associated training aids.**
> > **Parking areas**
> > **Local security**
> **Determine method for controlling the rehearsal and ensuring its logical flow. A technique for controlling the rehearsal is discussed in Chapter III.**

Subordinate Leaders - Complete their planning process to include:

> **Completing unit order/plans.**
> **Identify issues derived from the parent unit order.**

Provide copy of their unit order with graphics to the parent unit.

Conduct personal preparation like that of the senior commander.

Battlestaff - The parent headquarters must deconflict all subordinate unit graphics. These composite overlays are the first step for leaders to visualize the whole unit's plan. Publish composite overlays at the rehearsal to include at a minimum:

Maneuver
Fire Support
M/S
CSS

Technique: **Have the units send a representative to the rehearsal site early with the unit graphics. The unit representative can place the unit graphics onto the rehearsal product to ensure accuracy. This early arrival of the subordinate graphics facilitates the consolidation of unit graphics, allowing them to be distributed to commanders prior to the rehearsal. Early distribution of consolidated graphics allows commanders to focus on the rehearsal without worrying about copying graphics. Minor changes directed during the rehearsal can be quickly posted by each commander onto his individual maps.**

★EXECUTION★

Commander - The commander must command the rehearsal, just as he commands the fight. He must maintain the focus and level of intensity, allowing absolutely no potential for subordinate confusion. Although the staff refined the plan, it belongs to the commander; he must use it to fight. *The rehearsal cannot become his brief to commanders.* The purpose is to validate synchronization -- the what, when, and where of subordinate units' task to execute the commander's intent.

Before the rehearsal begins, the commander should state the key decisions he must make for each fight and the conditions that will cause him to make those decisions. The XO will highlight these decision points during the rehearsal (see page III-3).

XO - The director should be the XO. If the director is the S3, the XO will not sense the intricacies necessary to synchronize the Combined Arms Team. The TOC then becomes a mere site for situation maps, not the proactive agent that molds the force's effects to achieve the commander's vision for success. The OPORD, Decision Support Template/Matrix and Synchronization Matrix are the guides the XO uses to control the rehearsal. The XO must:

Conduct a formal role call and ensure everyone brings the necessary equipment to include unit graphics and previously issued orders to facilitate any adjustments to the plan

Validate task organization for the mission. Linkups must be complete, or on-schedule and required material and personnel must be on hand. *The importance of this simple check cannot be overemphasized.*

Personally rehearse the synchronization of combat power from flank, parent, and subordinate units that are often beyond the communications reach of the Commander and the S3.

Synchronize the timing and contribution of each BOS by ensuring the rehearsal of the indicators, by time or event, that are connected to a decision. For example, what are the conditions required to:

Commit the reserve, move a unit.
Close/emplace obstacle, fire a specific target.
Move a medical station, change a supply route, alert specific OP, etc.
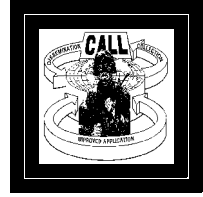
Discipline leader activities, enforce brevity and ensure completeness at the rehearsal.

Keep within established time constraints.

Ensure that key events receive appropriate attention.

Ensure that absentees receive changes. Changes must be transmitted by courier or radio immediately to absentee and flank units.

S3 - The S3 assists the commander in the fight forward; he should rehearse that task. He should:

Portray his actions during the fight.

Ensure subordinate compliance with the plan.

S2 - During the planning phase, the commander determined which enemy COAs the plan should be developed to defeat. The S2 must:

Portray the best assessment of the enemy COAs. (Be a tough, uncooperative, but not invincible enemy).

Communicate the enemy commander's presumed concept of operation, desired effects, and intended end state. See Appendix A.

Subordinate Unit Leaders - Using an established format:

Effectively articulate their unit's actions and responsibilities.

Record changes on their copies of the graphics or OPORD.

Recorder - After the rehearsal is complete, the recorder:

Restates any changes, coordinations or clarifications directed by the commander.

Estimates the time that a written FRAGO

to codify the changes will follow.

Battle Staff - Updates the OPORD, DST and Synchronization Matrix. If done properly, leader participation in the rehearsal should validate each leader's role as part of the whole force--

what is done
       when (relative to time and event)
              by whom and
                     why (the desired effects).

A good rehearsal ensures a common visualization of the enemy and your own forces with the terrain, and relationships between them. It will identify specific actions requiring immediate staff resolution and highlight to the parent commander critical events or activities requiring supervision by himself, the CSM, XO or S3.

"It was then that the weeks of work with the commander's intent and rehearsals gave us invaluable dividends. I know exactly what my boss wanted me to accomplish in OBJ BOSTON. We didn't need communication to seize our initial assault objectives. Our common understanding of intent and mission drew us to success."
-- LTC Henry L. Kinnision III, CDR, 1-187 IN, 101st ABN (AASLT), Operation DESERT STORM
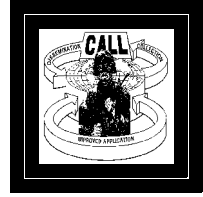
Chapter III
SCRIPTING THE REHEARSAL

DEVELOPMENT OF THE SCRIPT: An effective technique for controlling the rehearsals is to use a script. The script keeps the rehearsal on track and serves as the checklist to ensure all the BOSs are represented and all outstanding issues are addressed during the rehearsal. The script has four major parts:

1. **The Agenda**
   2. **The Response Sequence**
      3. **Unit Actions Checklist (Friendly and Enemy)**
         4. **Sequence of Events**

1. THE AGENDA: Rehearse using the tools you will use when fighting the battle: the OPORD, Synchronization Matrix, and the Decision Support Template (DST). Use these tools to drive the rehearsal and to also help keep the rehearsal focused. During Fire Support or CSS rehearsals, use the Fire Support Execution Matrix and the Log Synchronization Matrix.

These products can be used as a rehearsal agenda from company through brigade. If time is short, use the agenda as the menu to select events to be rehearsed. Since these items are issued to the subordinates during the OPORD, subordinates are more prepared for the rehearsal because they know which events will be rehearsed.

2. THE RESPONSE SEQUENCE: Ensure the players respond in a logical sequence. This sequence must be determined prior to the rehearsal. One sequence might be by BOS; another might be by unit as the organization is deployed from front to rear. Whatever sequence you use, it must be determined before the rehearsal. Posting the response sequence at the rehearsal site is helpful.

3. UNIT ACTIONS CHECKLIST:
   Friendly: Each player uses a standard format to describe his unit or staff action. Use of this type of checklist ensures that all significant points are covered quickly. This also helps increase the understanding of the other players because they are able to key on a common sequence of information. Properly used, the checklist allows the rehearsal to move quickly and improves comprehension.
   Enemy: The enemy force must be portrayed effectively and quickly without distracting from the rehearsal. A technique is to establish a unit action checklist like that of the friendly units, but from the enemy perspective.

4. SEQUENCE OF EVENTS: The following paragraphs provide a generic sequence of events for a rehearsal. Although developed for a combined arms rehearsal, this sequence can be used for FS and CSS rehearsals with a few modifications discussed in later chapters. This example can be used for BDE-, BN/TF-, or CO/TM-level rehearsals and will support any rehearsal technique.

➡ Step 1. *Ground Rules*

    ✦ **Call roll; START ON TIME.**
    ✦ **Quickly review your SOP to see if you have new players at the rehearsal.**
    ✦ **Ensure a recorder is ready.**
    ✦ **State the agenda being used (OPORD, Synchronization Matrix or DST) and the rehearsal type.**
    ✦ **Provide an orientation to the rehearsal tools (terrain model or visible key terrain, unit icons, etc.) and important graphic control measures.**

    Technique: **Use a logical sequence when explaining the product, north to south or from enemy side to friendly side. Ensure everyone understands the product. Having a set of graphics posted on a map displayed nearby is very helpful but normally hard to see. Use a cartoon sketch instead.**
    ✦ **Designate the point in the operation that the rehearsal will start. One event prior to the first event being rehearsed allows for proper deployment of forces.**
    ✦ **Ensure everyone understands the parts of the plan to be rehearsed.**
    ✦ **An update of both friendly and enemy activities may be necessary to review parts of the plan not being rehearsed.**
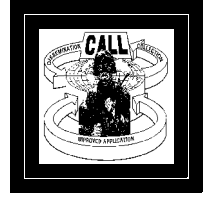
➡ Step 2. *Deploy the Enemy.*

    Deploy the enemy on the rehearsal product as they would look at the rehearsal start point. Restating the enemy equipment should not be required.

➡ Step 3. *Deploy the Friendly.*

    Deploy the friendly forces (including adjacent units) at the rehearsal start point. As friendly units are *initially* posted to the rehearsal product, they should state their:
    ✦ **Task and purpose, task organization and strength.**
    ✦ **Some units may need to brief their subordinate unit positions at the start time, as well as any particular points of emphasis to include FARPs, ROM, or CCPs.**

> *In the predetermined sequence, the players, using an established format, verbalize and act out their unit's actions at that point in time. If no action is taken, then the* "unit" states, "No change," *meaning the unit's status has not changed since the previous event. This* "acting out" *continues in sequence until all the players have spoken once. The players must pay attention.* **When one player finishes, the next player immediately begins without being prompted.** *This facilitates a focused, timely rehearsal.*

➡ Step 4. *Advance the Enemy.*

Begin advancing the enemy on his ***Most Likely Course of Action*** (Situational Template) as it pertains to the point on the execution matrix. Since in Step 2 the enemy was deployed up to the point the rehearsal will start, the enemy continues to maneuver from there. Depiction must be definitive, tying enemy actions to specific terrain or friendly units' actions. An ***accurate portrayal of the situational template developed for the staff wargaming process*** must be communicated. The enemy is uncooperative, but not invincible.

➡ Step 5. *Decision Point.*

Upon completion of the enemy action, conditions must be assessed to determine if a decision point has been reached. These are the decision points taken directly from the DST.

At a Decision Point: As decision points are reached, the XO states the *conditions for success.* The commander states his decision to continue on the current course or select a branch.
   ✦ **If the commander decides to continue the current course of action, the next event from the matrix is stated and the friendly units are advanced (Step 2).**
   ✦ **If a branch is selected, the commander** *states why he has selected that branch.* **The first event of that branch is stated, and the rehearsal continues from that point until all events of the branch are rehearsed.**

Not at a Decision Point: If the unit is not at a decision point and not at the desired end state, then the rehearsal continues with the XO stating the next event on the synchronization matrix, and friendly units are advanced (Step 2). Use the predetermined sequence as units continue to act out and verbalize their actions.

➡ Step 6. *End State of the Branch is Reached.*

End the initial phase of the rehearsal after the desired end state of the COA or the branch is achieved. In an attack this will usually be on the objective after consolidation and casualty evacuation are complete. In the defense, this will usually be after the decisive action such as the commitment of the reserve and the final destruction or withdrawal of the enemy and casualty evacuation are complete.

➡ Step 7. *Recock.*

After the initial phase, "recock" to the situation at the first decision point. The XO should state the criteria for a decision to change the plan. Assume these criteria have been met and then re-fight the fight from that point forward, all the way until the desired end state is attained. Complete any coordination to ensure understanding and requirements are met; record any changes. Go to the next decision point and assume that the criteria have been met. Repeat the previous steps until all decision points and branches have been rehearsed.

➡ Step 8. *Followup and Coordination.*

As small issues arise during the rehearsal, they are recorded. At the end of the rehearsal, the recorder states these issues for review and final decision. This ensures the flow of the rehearsal is not interrupted. "War stopping" issues raised anytime during the rehearsal must be *immediately* addressed. This coordination is one of the key points of the rehearsals. If it is not done *immediately,* it will be difficult to get the word to all the players later.

Combined Arms Integration: In a complete combined arms rehearsal, key CS/CSS items must be included. These include plans for casualty evacuation routes, ambulance exchange points, refuel on the move, Class IV/V resupply points, logistics release points, displacement times/locations/triggers for the BSA, EPW collection points, aviation support, and military police actions. These items should be injected into the rehearsal at the appropriate times by the unit commander or the coordinating staff officer. *Summarizing these actions at the end of the rehearsal lessens the value of the rehearsal as a coordination tool.*

Staff Support Actions: The staff updates the DSM/DST and provides it to each leader prior to departure. An option is to provide it prior to the rehearsal and rely on individual pen/ink changes for each update. This is the final opportunity for subordinates to identify and resolve dangling issues. Make sure all coordination done at the rehearsal is clearly understood by all players and captured by the recorder. All changes to the published order are, in effect, verbal FRAGOs. As soon as possible, the battle staff should collect the verbal FRAGOs into a written change to   the order.

Chapter IV
CONFIRMATION BRIEFS AND BACKBRIEFS

Confirmation Brief - This briefing is given by subordinate leaders to the higher commander *immediately after* receiving the OPORD. Subordinate leaders brief the commander on:
- ✦ **Their understanding of his intent.**
- ✦ **Their specific task and purpose.**
- ✦ **The relationship between their unit's missions and the other unit's in the operation.**

Who Attends: The attendees at the confirmation brief vary little by technique. From the issuing headquarters the commander and primary staff should attend the confirmation brief. The commander and S-3 are sufficient from the subordinate units. At company level, platoon and squad leaders give the confirmation brief. Because of its place in the MDMP timeline, immediately following the OPORD, all of the attendees are normally already present.
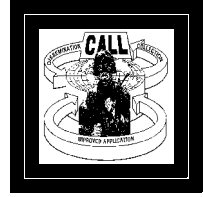
How Long: All the confirmation briefs should not take more than 15 minutes total. Give the leaders a few minutes after the OPORD to talk to the staff. This allows the commanders to solicit information, but set a time limit. Ensure that the confirmation briefs start on time. During the break, realign the chairs in the TOC if needed.
- ✦ **Have *all the players* listen to the other confirmation briefs so they understand what is happening around them. Ensure staff members are present to clarify issues as required.**
- ✦ **If the best location for issuing the OPORD is overlooking the terrain on which you will operate, then the best place to perform the confirmation brief is the same spot. Use the same tools that the scheme of maneuver was briefed on during the OPORD. This technique will provide instant feedback for the XO/S3 to improve on the effectiveness of OPORD presentation.**
- ✦ **Establish a logical order of brief. One technique might be Scout/COLT, maneuver units, fire support, M/C, air defense, military police, etc. Another is: main effort, supporting effort, attachments, etc.**

Technique: **If time is severely limited, have the S3 and XO listen to some of the briefs. For example the DS Artillery battalion commander briefs the S3 and FSO; the engineer commander briefs the S3 and staff engineer; the MP, CI etc., can brief the XO. Be careful, distributing the briefings may not be the best technique if the commander, S3, and XO do not have the same understanding of the plan. Establish briefing points. Briefers should know what key points the commander needs to hear to ensure they both understood what the unit was told to do. Although some points will be the same, most will be different depending on the BOS proponent.**

Technique: Confirmation Brief Checklist. **Place this format outline on a small chart near the map board so it is easily followed:**
1. **Explain the enemy's most probable course of action.**
2. **Explain the higher commander's intent and concept.**
3. **Explain any identified decisive points or actions.**
4. **Unit task and purpose.**

Backbrief - This is a briefing *by subordinates to the commander* explaining how the subordinates intend to accomplish their mission. This helps the commander clarify his intent early in the subordinates' tactical estimate process. It allows the higher commander to:

✦ **Identify problems in his concept of the operation.**
✦ **Identify problems in a subordinate unit commander's concept.**
✦ **It reveals how subordinates intend to accomplish their mission.**

The backbrief may be conducted *throughout* the MDMP, but is best used *prior to the subordinate issuing his OPORD.* The actual time must be established early (usually at the higher OPORD briefing) to ensure the subordinate has integrated the backbrief into his timeline and will be prepared. The two most commonly used types for the backbrief are the sketch map and map rehearsal.

Who Attends: The attendees at the backbrief vary little by technique and are much the same as the confirmation brief. From the issuing headquarters, the Commander and primary staff should be on hand for the backbrief. The Commander, S-3, and FSO are sufficient from the subordinate units. At company level the Platoon/Squad Leaders and attached squad or section leaders provide backbriefs. If possible, have all the players listen to the others back-brief so they understand what is happening with the forces around them.

Technique -- **Use the same cartoon or concept sketch as used during the OPORD. Add an acetate drop to the butcher chart or map. On the new drop have the subordinate commanders brief and draw their concept over the higher unit's concept sketch, each unit using a different color. Have the unit write its task and purpose in the corresponding color on the drop. This provides a graphic product that stays in the TOC for later reference. Because of time and distance factors involved, it is not always possible to have every one come together for the briefing simultaneously. When this situation occurs, this technique allows the briefer to at least see the concept of the units that briefed earlier.**

Technique -- **The higher Commander travels to the subordinate TOCs or CPs with the butcher chart and acetate drop in his HMMWV. When all the briefings are complete, the Commander has one product with all the subordinate concept sketches drawn on it. This provides a record for the TOC of decisions and changes (such as approved graphic control measure modifications or a request to change a unit boundary).**

How Long: The backbrief by subordinate commanders should not take more than 10 minutes each. The senior commander must remember and respect the subordinates' timeline. If the Commander cannot get to every backbrief, then he must prioritize. The XO/S3 could take the backbriefs from the supporting efforts or from the slice units such as the MP platoon or Scout Platoon.

Technique: BackBrief Checklist. **The Commander establishes the sequence of briefings. Each backbrief should include:**

1. **A copy of the subordinate unit graphics so the higher staff can begin the de-confliction process.**
2. **An explanation of your assumptions, task organization, mission statement, and concept cartoon.**
3. **A discussion in detail of actions at critical points such as the breach or passage point. The commander may designate a sequence for these events to be discussed (i.e., passage, visual contact, direct fire contact, actions on objective) to present a common, and easier to understand, information sequence.**
4. **A request for any additional resources or graphics changes.**
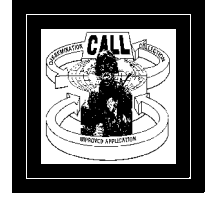
Chapter V
TERRAIN MODELS

The terrain model is an excellent tool to plan and rehearse complex operations. Terrain models assist the key leaders to visualize how their actions affect the overall mission and develop a strong sychronization plan.

Time is the biggest factor which determines the terrain model size and complexity. Other factors may include a proper location to construct the model, security from enemy observation, and the commander's guidance. When picking a site for the terrain model, consider visitor parking and plan to get the VIPs from the LZ to the terrain model.

Large terrain models are preferred, with a scale of at least 12 inches per kilometer. A larger terrain model may be prepared if time permits. For an NTC central corridor terrain model, the area should be 45-50 yards long and 20-30 yards wide. An additional area around the terrain model of 5'-10' will be required for spectators and briefers. The area the Terrain Model represents is very important. ***The Terrain Model must represent the unit's entire Area of Influence to achieve the proper perspective.***

Use small terrain models when less detail is required. If the attendee list is small, a GP medium may be used to cover the terrain model. This provides protection from inclement weather, shields the terrain model from enemy eyes, and allows the terrain model to be illuminated at night without compromising noise and light discipline.

SITE PREPARATION

Early coordination of engineer support is essential. An ACE or SEE will level the ground or dig runoff channels in case of rain. A method that works well is to pile the dirt along one side of the terrain model to create a viewing stand. This allows VIPs and commanders to look down over the entire model while giving the engineer a place to put the spoil.

The first step in preparing the terrain model is to place stakes in the four outermost corners. Ensure that the terrain model is large enough to incorporate all friendly and enemy graphics. For larger scale terrain models, tent pegs should be at equal distance around the edge of the terrain model. String will then be fitted to the pegs to form a grid network. Each resulting grid will represent a 2-kilometer square. This enables people to walk on the terrain model without becoming entangled in the string. For small-scale models, the resulting grids should represent a l-kilometer square.

Every grid line should be clearly marked at both ends using 5" x 8" index cards. The index card will be attached to either a wooden block or a tent peg. Having the grids marked aids in the construction of the model and keeps spectators oriented.

To ensure the spectators are oriented, have the model overlook the terrain on which the battle will take place. Ensure that the model is oriented in relationship to the true cardinal direction. Use a compass to properly orient the model. As a reminder to the spectators, place a north-seeking arrow next to the model. An arrow indicating wind direction must also be present.

SANDTABLE LAYOUT

Begin construction of the terrain model in one corner. Keep the number of people walking on the terrain model to a minimum to avoid damage. During the construction process, check continually to ensure that objects are not constructed in the wrong place.

Mountains and hills will be constructed using dirt. The dirt must be patted and molded so that the finished product resembles the actual terrain feature. The elevation of the mountains and hills must be proportional.

The road network is one of the most identifiable features when replicating flat terrain. Roads are represented by the 1.5" engineer tape. Care must be taken to ensure the road networks are accurately duplicated.

Trash bags or butcher paper can be used to represent water. If available, spray the paper/plastic with blue paint. Green and gray spray paint may be used if blue is unavailable. Manmade objects are represented by butcher paper. Wooded areas are represented by twigs, needles, grass or green spray paint.

Use camouflage nets to represent woods (green side) or hills (brown side) when time is short, the soil will not allow digging or the rehearsal is conducted indoors.

GRAPHICS

After all the terrain features are constructed, friendly and enemy graphics must be added. These include, but are not limited to:

✔ **Boundaries**	✔ **Coordination points**
✔ **Phase lines**	✔ **Release points**
✔ **Engagement areas**	✔ **Battle positions**
✔ **Routes**	✔ **NAIs/TAIs**
✔ **Axes of advance**	✔ **Key terrain**
✔ **Decision points**	✔ **Assembly areas**
✔ **Friendly and enemy unit markers**	✔ **SBF/ABF positions**
✔ **Friendly and enemy obstacles**	✔ **Objectives**
✔ **Known or Templated Chemical Strikes**	✔ **Builtup areas**

Mark boundaries and phase lines with 2' engineer tape. Mark EAs, BPs, routes, axis, AAs, and objectives with 1" engineer tape. Engineer tape must be staked to prevent it from being disturbed. Large nails placed through the tape into the ground in several spots works well.

Friendly and enemy graphics must be marked with 5"x8" index cards. Routes and phase lines must be marked at both ends. Attach the index card to a stake or wooden block.

Threat index cards will be written in red ink. Friendly cards are written in blue ink. A circled K will represent key terrain; red triangles will represent threat Ops. Obstacles (friendly and enemy) are marked in green, chemical strikes in yellow.
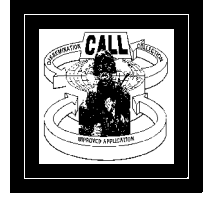
UNIT SYMBOLS

For terrain models that are not large enough to walk on, symbols must be available to represent units.

Using 1/4" plywood, cut out symbols of the unit combat vehicles and formations. For heavy units cut out 58 tanks or BFVs and 24 rectangles for the squads. Light units may want to use plastic army men.

Separate the blocks into units, i.e., company, scouts, mortars, etc. Paint one side of each set the unit color, i.e., A Co, red; B Co, blue; C Co, green. Paint the Company HQ the company color on one side and the battalion color on the other. Then paint either a bumper number or unit designation on each block. Paint the battalion HQ vehicles and unit blocks, i.e., HQ 6 and the TAC, the battalion color on both sides and mark them with a bumper number or unit designation.

Turn all the blocks over. Divide the blocks up by platoon or section. Paint each platoon or section a different color, i.e., 1st platoon, red; 2d platoon, white; 3d platoon, blue. Then mark them with unit the designation.

This color coding allows players to keep their own unit symbols in a box and bring them to rehearsals. At brigade-level rehearsals, units are represented by the symbol they brought with their battalion color. Later, at the battalion rehearsal, each company is represented by the commander's vehicle with the company color side turned up. If the Battalion rehearsal is down to platoon leader level, then the entire company can be represented by the colored blocks. These same pieces are then used at the company rehearsal with the platoon and section colors turned up.

Appendix A
REHEARSAL SCRIPTS

This appendix focuses on the BDE and TF combined arms, fire support, and combat service support rehearsals.

★ **BRIGADE AND BATTALION COMBINED ARMS REHEARSALS** ★

After receiving an OPORD, subordinate leaders must be afforded the necessary time to complete their own planning prior to a parent unit's combined arms rehearsal. This planning window provides time for critical mission analysis, course-of-action development and analysis, and OPORD publishing. This ensures subordinate commanders have time to assign responsibility for specified tasks and resolve issues discovered in the parent commander's OPORD.

Additional information on the Combined Arms Rehearsal can be found in CALL Newsletter No. 93-4, **Combat Training Centers' Bulletin - Reconnaissance,** *Jul 93, page 16, and No. 95-11,* **CTC 4QFY95 Bulletin - Notes from the Box,** *Sep 95, pg I-15.*

WHO ATTENDS: The Commander, XO, and primary staff, the subordinate unit Commanders and their S3 or SPO, S2, and FSO must attend. The Trial Counsel or Civil Affairs Officer may be added depending on the scenario. Other pivotal players in the unit mission must attend as well. These include the normal slice leadership along with units operating in direct support such as aviation units or COLTs. Whenever possible, flank units and the higher unit should be invited to attend. When time is short, attendance may be modified.

HOW LONG: Usually, there is insufficient time to rehearse the entire operation. About 1½ to 2 hours is a good rule but is METT-T dependant. If too much time is consumed, separate BOS support rehearsals and subordinate unit combined arms rehearsals will lack sufficient time. Ensure you prioritize those critical events which demand leader visualization of their synchronization. Rehearse the most important event first, and, as time permits, continue to rehearse subsequent events. Subordinates should arrive prepared to rehearse the prioritized events.

REHEARSAL SCRIPT:
  Agenda: Use the DST and the Synchronization Matrix.

BDE and TF Combined Arms Rehearsal
RESPONSE SEQUENCE

BDE	TF
COLT	Scout
Main Effort TF	Main Effort CO
Supporting TFs	Supporting COs
DS ARTY BN	FSO
EN BN	Mortars
ADA	S4/1
FSB	MED PLT
TOC/TAC	BMO
SPECIAL (MP,CI)	HHC CDR

Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box for example sequences.

Unit Actions: Develop a checklist for both friendly and enemy actions. Either include in your unit SOP or distribute copies to all participants before the rehearsal starts. See boxes for example enemy and friendly unit action checklists.

Sequence of Events: See Chapter III.

ENEMY UNIT ACTIONS

✔**Enemy Locations**
✔**Enemy Formation and Movement Technique**
✔**Current Actions**

The action the enemy can take concerning:

✔*Visual Contact:* **Where are the OP/Recon units; when can they see us; what will they do?**
✔*Physical Contact:* **At what point do we come into direct fire range (by system) and where will he fire from?**
✔*Indirect Fire:* **At what point do we come into the indirect fire ranges by system?**
✔*Obstacles:* **When, where, what kind, and how will the enemy emplace obstacles?**
✔*Air:* **Where and when will the enemy commit air assets (by type)?**
✔*NBC Conditions:* **Where and when will the enemy commit chemical weapons?**
✔*EW:* **When and where will the enemy employ electronic warfare?**

FRIENDLY UNIT ACTIONS

✔**Task/Purpose and Endstate**
✔**Task Organization or Slant**
✔**Unit Location**
✔**Formation**
✔**Movement Technique**
✔**Current Actions and Responsibilities**

What are the unit's countermeasures concerning:

✔*Visual Contact:* **(We see the enemy or he sees us.) What are the contingencies?**
✔*Physical Contact:* **(Direct Fire or Confrontation) Actions Taken.**
✔*Receive Indirect Fire:* **Actions Taken**
✔*Obstacles:* **Breach, Marks or Bypass, Actions Taken.**
✔*Enemy Air:* **Actions Taken.**
✔*NBC Conditions:* **Actions Taken.**
✔*EW:* **Actions Taken.**

EXAMPLE

SCENERIO: In this example, the TF 1-1 commander explains his unit's action. The TF is attacking as part of a BDE deliberate attack. The 1-1 Commander is addressing from the time the breach is complete and marked through his establishment of SBF 4. The battlefield conditions necessary for his success are: SBF Mech has been established; the two northern enemy platoons are being suppressed by direct and indirect fire from SBF Mech. The southern enemy platoon has been isolated by a smoke screen and suppressed by direct and indirect fire from SBF Mech. The breach team has the breach open and marked. The BDE commander directs TF 1-1 to pass through the breach to continue the attack. The 1-1 TF Commander might state and show the following at the *BDE combined arms rehearsal.*
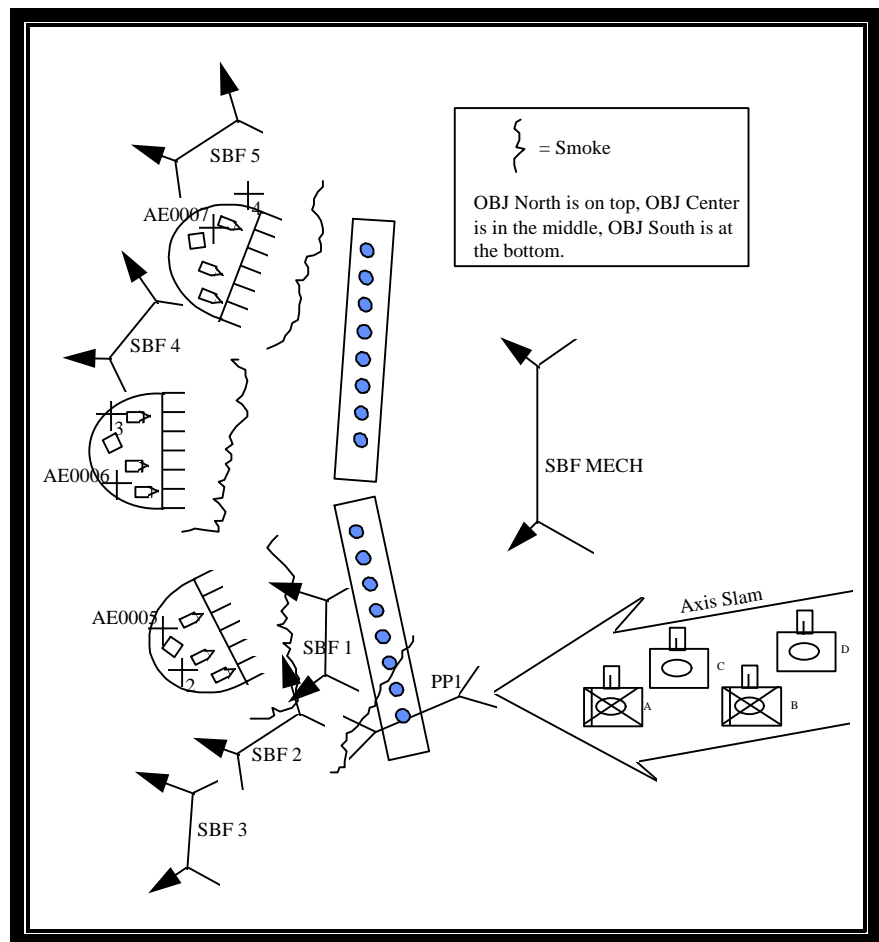
My task and purpose are. . . .T/O has not changed and I anticipate my slant to be. . . .The conditions for success are the establishment of SBF Mech in the north, the suppression and isolation of. . . .We will move from the assault position on axis slam to passage point 1 in a column formation and using traveling overwatch. Alpha Mech's task and purpose is. . . .They will lead the TF through the breach to establish SBF 1, orienting direct fires between TRP 2 and TRP 3. As Alpha moves through the breach, his FIST will call Target AE0005 to support his TMs and Team Charlie Tank's movement through the passage. Charlie's task and purpose is. . .and will follow Alpha through the passage. Once Charlie clears the breach, they will bound forward to, and occupy, SBF 2. Once they are set in SBF 2, Alpha will shift fires north orienting between TRP 3 and 4. From SBF 2 Charlie will begin assaulting north orienting on TRP 3. Team Bravo Mech will follow Charlie through the breach and occupy SBF 3 oriented northwest to block possible commitment of the Combined Arms Reserve. TM Bravo's task and purpose is . . . .At this point I will have three companies through the breach and the fourth, Team Delta Tank, task and purpose. . .moving to occupy SBF 2, ready to follow and support. Delta will have the Forward Aid Station moving behind him for initial establishment vicinity SBF 2. Team Charlie will continue assaulting north across OBJ South. As they reach the northern edge of OBJ South, Charlie will call Target AE0006 and SBF Mech will shift fires to OBJ North. Once Charlie is on OBJ Center, Alpha will lift direct fires. This will allow Charlie to move across OBJ Center. If Charlie becomes combat ineffective at any point, I have the flexibility to either commit Delta or bring up Alpha from SBF 3. As Charlie reaches TRP 3, Team Delta will move off SBF 2 and follow Charlie's route across OBJ South. As Charlie secures OBJ Center, they will establish SBF 4 to block the movement of the CAR if it is committed this late. We will then pass Delta through to continue onto OBJ North and establish SBF 5. The move onto OBJ North is the key for SBF Mech to lift fires from OBJ North.

VISUAL CONTACT: *As we enter the breach area, my lead company will be able to assess the effectiveness of the smoke and adjust as necessary. I will use my mortars to mark the TRPs.*

PHYSICAL CONTACT: *I will establish a CCP behind SBF2 and as soon as possible move them back to the FAS behind Delta.*

RECEIVE INDIRECT FIRE: *We will depend on survivability moves and counter battery radar to handle any indirect.*

OBSTACLES: *We will use our tank plows to defeat these obstacles or any FASCAM used to closed the breach. Every new team through the breach will lead with a plow tank to replow the breach and ensure it stays open. Any hasty protective obstacle breaches will be marked IAW the BDE SOP. As Alpha moves off SBF 2, Charlie will send a guide back to lead them through any obstacles he breached.*

ENEMY AIR: *Alpha, Bravo, and Charlie will have stingers oriented on enemy air corridors.*

NBC CONDITIONS: *We will assume MOPP IV in the assault position.*

EW: *If we experience jamming, we will work through it by SOP.*

THE RESULT: By clearly articulating his actions, each subordinate commander adds to his and the unit's visualization of the battlefield. This includes spacial relationships and the actions of each unit. He is able to display the timing of key events and the criticality of his unit or action to mission accomplishment. Players at the rehearsal must be prepared to discuss in detail how their units will perform and react to projected enemy actions. Situational awareness must be rehearsed by identifying critical locations, conditions and events as they will present themselves in the battle.

★ BDE CSS REHEARSAL ★

The BDE CSS rehearsal ensures synchronization of the CSS effort within the unit and ensures that the CSS effort supports the Commander's intent. BDE CSS rehearsals normally occur immediately following the combined arms rehearsal. The players include key CSS leadership from across the units.

Additional information on the CSS Rehearsal can be found in CALL Newsletter No. 95-8, **CTC Quarterly Bulletin,** *Jun 95, page 24.*

WHO ATTENDS: Units must remember that this is the BDE CDR's rehearsal although the Brigade S-4 normally conducts it. Each Task Force sends the XO, S-4, BMO, SPT PLT LDR, MED PLT LDR, and HHC CDR. The FSB sends the CDR, SPO, S2/3, all Company Commanders, Supply PLT LDRs and SGTs, Ambulance PLT LDRs and SGTs, MEDEVAC Team LDR, Shop Officer, Maint Officer, and Repair Control Supervisor. The BDE staff sends the XO and representatives from the S-4, S-2, BDE ENG, FSO, S-3 and PLT leadership from any specialty platoons such as MP, Chemical, etc. When time is short, the attendance may be modified.

HOW LONG: A good rule is about 1 to 1½ hours. Time dedicated to the CSS rehearsal is very expensive because of the nature of ongoing CSS activities. Participants must arrive on time and ready to rehearse. The timing of the rehearsal must be carefully coordinated. A convenient time is normally immediately following the combined arms rehearsal because most of the players are already there. Since key players, such as the TF/BN XO, S4 and HHC CDR, must attend both TF rehearsals and BDE CSS rehearsals, the BDE must coordinate the timing of the rehearsal early enough for the TF/BN to incorporate it into their timeline.

REHEARSAL SCRIPT:

Agenda: Use the BDE Logistics Synchronization Matrix

Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box for example.

Unit Actions: Develop a checklist for each type of unit and the specific players in each unit. Post where all participants can see it.

Technique: The BDE S4 establishes a standard response list and includes it in the unit SOP. All attachments are immediately given a copy so that they will understand what is expected of them at the rehearsal. Significant time can be saved if all players understand what to say and say it without hesitation or prompting.

Sequence of Events:

Technique: Divide the mission into three phases: before, during, and after. Use LD time to divide between before and during phases. Use achievement of the commander's endstate or change of mission to begin the after phase. Move through your response sequence one time per phase to ensure all players are represented.

As the enemy is deployed in Step 2, *(reference Chapter 3)*, the S2 should address likely avenues of approach, intelligence updates concerning level I and II threats, as well as refugee activity and deep artillery/aviation threats.

RESPONSE SEQUENCE

> **COLT**
> **Main Effort TF**
> **Supporting Effort TFs**
> **DS ARTY BN**
> **EN BN**
> **ADA**
> **FSB**
> **TOC/TAC**
> **SPECIAL (MP, CI, etc.)**

During Step 3, units may provide a current status update. For example, the TFs and BNs successively lay out current assets, unit locations to include the BAS, UMCP Trains, and their current combat power. The FSB SPO briefs current BSA locations, critical logistical activities within the next 24 hours, critical shortages, throughput locations and times, i.e., ATPs, bulk fuel breaks, and anticipated moves prior to LD.

During Step 5, rehearse the branches in the same sequence they were rehearsed at the combined arms rehearsal.

Every functional area must be addressed. Units must articulate enroute requirements, i.e., ROM, recovery, evacuation, etc. Units must move physically on the terrain board or sketch map to show the relationship between positions and functions of the logistics effort. Specific times, grids, communications nets, and requirements must be stated. Critical points are confirmed such as trigger points, control measures, and coordination points. Interactive coordination must occur throughout this process.

The Senior Logisticians present should ensure actions "during" the battle contribute to the logistics preparation of the battlefield for the next fight. These include hasty displacement plans, alternate communications means, alternate routes and locations, response to rear threats, use of aerial resupply and evacuation, and security measures.

Walk through key events such as medical evacuation from point of injury to the Forward Support Medical Company - across all phases - emphasizing the connectivity of the AXP and potential reconstitution. Players must "see" the operation from all aspects.

The FSB commander and the Support Operations officer should discuss each set of branches, particularly if the branch affects division or corps throughput. The focus must be on continuing to logistically shape the battlefield for future operations.

Logistical actions on the objective should reflect the same level of detailed coordination as the preceding phases. Focus on recovery of combat, clearing casualties, pre-positioning Class IV and other commodities; concentrate on speed of recovery from losses and re-establishment of the BDE's logistics base. Identify dedicated routes for both access and egress and emphasize route discipline. Ensure sure units know the location of obstacles and minefields.

BDE CSS REHEARSAL ACTION CHECKLIST

Maneuver TF

TF XO: Unit Task and Purpose (stated once), Unit Location, Unit Actions (approach march, assault, etc.).

TF S4: Combat Trains Location, Combat Trains Movements, CTCP Actions (Movements, Reports, Possible Emergency Requests.).

MED PLT LDR: FAS and MAS Location, Displacement routes, triggers, and setup times AXPs.

BMO: Location and Organization of UMCP, Supply disk status.

HHC CDR: Location of Field Trains, Resupply Actions, LOGPAC Status.

SPL: TF resupply and movement actions as described by the HHC CDR.

Artillery Battalions

BN XO: Location of Batteries, Key Actions.

BN S4: Resupply actions.

SVC BTRY CDR: Location, LOGPAC status, Resupply actions as described by the S4.

Engineer Battalion

BN XO: Location of units and key actions.

BN S4: Resupply operations.

HHC CDR: Locations of field trains, LOGPAC Status, Resupply Operations described by the S4.

Forward Support Battalion

SPO: BSA Location and Unit Disposition, Critical Supply Activities, CSS synchronization matrix.

A CO CDR: CL I/II/III/IV activities, movements.

B CO CDR: CL IX activities, maint support posture, movements.

C CO CDR: CL VIII and blood resupply activities, AXPs.

AMB PLT LDR: Show AXPs and routes as described by the C CO CDR.

SPECIALTY UNITS: Only respond if they have critical issues or actions that impact on a specific event, i.e., Air corridors change or MSB has a resupply push package set for a specific trigger.

THE RESULTS: Two critical products that should result from the CSS rehearsal are a validated CSS annex for BDE and FSB orders and a finalized BDE CSS synchronization matrix. The CSS Rehearsal validates the who, what when, where and how of support. It will demonstrate that supporting plans integrate the logistical imperatives of anticipation, integration, continuity, responsiveness, and improvisation. It helps subordinates visualize the conditions for actions and triggers for change. After the rehearsal is complete, the recorder should restate any changes, coordination or clarifications directed by the commander and estimate the time that a written FRAGO to codify the changes will follow.

★ THE BATTALION/TASK FORCE CSS REHEARSAL ★

The BN/TF CSS rehearsal is in much greater detail than its BDE counterpart. How CSS tasks will be accomplished must be laid down by unit and event. Individual sections and units are addressed for each task. Most often the rehearsal occurs just prior to LOGPAC hand off at the LRP. The only shortcoming with this technique is normally the unit supply SGT and SPL are not able to attend because they are on the road with the LOGPAC at that time.

WHO ATTENDS: The XO, S4, CSM, BMO, Mortar and Scout representatives, MED PLT LDR and EVAC SEC attend from the TF. Having the S3 Air and Chaplain attend is helpful as well. The HHC Commander or XO attend. The company 1SG must attend. He may bring the company medic and mechanic sergeants. Any slice units must provide PLT LDR/SGT, i.e., ADA, GSR, etc.

REHEARSAL SCRIPT:
Agenda: Use the same agenda tools that were used in the TF combined arms rehearsal.
Response Sequence: Establish before the rehearsal starts. Post where all participants can see it. See box for example.
Unit Actions: Develop a checklist for both friendly and enemy actions. Either include in your unit SOP or distribute copies to all participants before the rehearsal starts. See box for example friendly unit action checklist.
Sequence of Events: The S4 controls the rehearsal just as the XO did the combined arms rehearsal. See discussion on pages A-7, A-8, and A-9.

RESPONSE SEQUENCE

SCT
Main Effort
Supporting Effort
Mortars
TF S4
TF S1
Med Plt Ldr
BMO
HHC CDR
SPL

ACTIONS CHECKLIST

TM/CO/Specialty Platoon 1SG/PLT SGT: Unit Task and Purpose (stated once), Unit Location, Unit Actions, (assault, LOGPAC, fueling, etc.).

Unit Medic: CCP Locations, EVAC routes, AXPs.

Maint Team Chief: Location of Recovery, Location of Maint.

TF S4: Combat Trains Location, Combat Trains Movements, CTCP Actions (Movements, Reports, Possible Emergency Requests).

TF S1: Replacement Activities.

MED PLT LDR: FAS and MAS Location, displacement routes, triggers, and setup times, AXPs.

BMO: Location and Organization of UMCP.

HHC CDR: Location of Field Trains, Resupply Actions, LOGPAC Status.

SPL (if available): TF resupply and movement actions as described by the HHC CDR.

★ FIRE SUPPORT (FS) REHEARSALS ★

Fire Support rehearsals are important for ensuring the synchronization of the fire support plan with the scheme of maneuver. Technical fire control details should be addressed in the DS FA Battalion rehearsal and the FA Technical Rehearsal. This rehearsal should focus on maximizing the ability of the fire support systems to support the plan and achieve the commander's intent.

WHO ATTENDS: Although this is a FS rehearsal, the BDE S3 must be closely involved to ensure synchronization of the FS plan with the maneuver plan. Whenever possible, the Brigade Commander should participate as well. Normally the BDE sends the XO, S-3, S-4, S-2, BDE ENG, BDE FSO, and a representative from the FSB. Key representatives from the DS Artillery BN include the Commander, S3, S2, BN FDO, Radar Warrant, and MLRS LO. From the maneuver TFs, Commander, if available, S-3, FSO, SCT PLT LDR, and MTR PLT LDR. The COLTs, Army Aviation LO, and USAF ALO should attend as well. The DS Artillery Battalion Commander normally commands this rehearsal for the BDE Commander. He is assisted by the BDE FSO.

HOW LONG: Plan for 1 to 1½ hours for the FS rehearsal. There is seldom time to rehearse every target. Rehearse at a minimum the priority targets. The purpose of the FS rehearsal is to ensure synchronization of the FS effort within the unit and to ensure that the FS plan supports the commander's intent. FS rehearsals normally occur after the Combined Arms rehearsal. Normally the technique selected for the rehearsal is the radio technique, although the terrain model technique works as well. Preforming the BDE FS rehearsal to the howitzer level is very effective, but carries a high cost in the amount of time required

Technique: Units must gain proficiency on the radio technique at home station. Attempting to perform this technique for the first time in the field is inviting disaster. Using the crawl, walk, run method. Try the technique face to face the first time to work out the bugs. In the walk phase, move the players into different rooms of the same building, then for the run, move them out to radios.

REHEARSAL SCRIPT:
   Agenda: Use the Fire Support Execution Matrix. Normally prior to the rehearsal, the DS FDO will announce the brigade consolidated target list by number, grid and any special instruction for the targets.
   Response Sequence: Establish your response sequence early, then review it in Step 1. Post where all participants can see it. See box for example.
   Technique: Often when using the Radio technique, it becomes difficult to keep the rehearsal moving because the players cannot see each other. ***Establishing a response sequence by SOP will help significantly.***
   Technique: Units respond as they are deployed front to rear. Units with no targets state so and back-up observers are allowed to fire targets. The short coming to this technique is that often back-up observers call the target prior to the primary, but this technique ensures every "looker" rehearses every target for the phase. Another technique is to fire the targets in the probable order they will be fired in. This normally takes longer and often leads to some confusion about which unit follows in the sequence.
   Unit Actions: See box for an example.
   Sequence of Events: If the FS rehearsal occurs prior to the combined arms rehearsal, then selection of branches to rehearse is done by the FSCOORD. If it occurs after the combined arms rehearsal, then the sequence the branches are rehearsed mirrors that of the proceeding combined arms rehearsal.

Step 2 may include an intelligence update.

In Step 3 the FSCOORD states the FSCM in effect at the starting point of the rehearsal and provides last-minute guidance.

In Step 4 the DS Artillery Battalion S2 advances the enemy or the friendly one critical event at a time. When the S2 finishes describing the event, all fire supporters will execute the portion of the fire support plan triggered by the action.

EXAMPLE SCENARIO:

The following uses the previous deliberate attack example. The response sequence is front to rear; several units were left out for brevity. The sequence is: COLT, TF Mech, TF 1-1,. . .ALO,. . .and S2. The DS BN S2 states: **It is now H+6. SBF Mech has been established; all three enemy platoon positions are being obscured by smoke and suppressed by SBF Mech. TF 1-1 is moving on Axis Slam just approaching PP1.**

BDE COLT would respond: **This is BDE COLT 2; I am backup for TGT AE0005 vic NA123456. TF 1-1's closure on PP1 is the trigger to fire. I will observe the TGT from vic NA 345678 and call it on FS net. . . . The alternate method is. . . .The TGT purpose is. . . .The desired effects are. . . . Break. . . .FDC, this is COLT 2 fire TGT AE0005, over.** *The FDO would repeat the call for fire and issue a message to observer to include time of flight. The observer would end the mission.*

The TF Mech FSO would respond: **No Action.**

The TF1-1 FSO would respond: **This is TF 1-1 FSO; I am the priority for TGT AE0005. Our closure on PP1 is the trigger to fire TGT AE0005, NA 123456. Alpha Team FIST will observe the TGT from vic NA 234567 and call it on FS net. . . .The alternate method is. . . .The TGT purpose is. . . . The desired effects are. . . .Break. . . .FDC, this is TF1-1 FSO fire TGT AE0005, over.** *The FDO would repeat the call for fire and issue a message to observer to include time of flight. If the Alpha Team FIST is participating, then he would fire the TGT instead of the TF FSO. The observer would end the mission.*

The ALO would state: **This is BDE ALO, TF 1-1 closure on PP1 is my trigger. Four A-10s with Mavericks are at IP Cheese.** *The ALO would continue with magnetic heading from IP to TGT, TGT description, location, and elevation, method of marking location of friendlies, egress, time from IP to target. Any SEAD or ACA changes in support of CAS should be rehearsed with the CAS mission.*

The S2 states: **Radar, this is S2. TF 1-1 closure on PP1 is my trigger, call for fire zone number 1, and critical friendly zones 4, 5, and 6 are in effect now. Que radar schedule Jane, 12 minutes, over.**

The Radar tech would respond: **S2, this is Radar Tech, call for fire zone number 1, and critical friendly zones 4, 5, and 6 are in effect. Que radar schedule Jane, 12 minutes, out.**

FRIENDLY UNIT ACTIONS

✔*When* are the conditions or trigger?

✔*Where* is the target, and where will it be observed from?

✔*Who* is responsible for the target, the backup, which radio net and backup?

✔*Why* purpose of the target?

✔*What* are the desired effects?

For each target rehearse address grid location, trigger point, engagement criteria, primary and backup observer and communications method, method of engagement and attack guidance. Ensure the DS battalion S3 presents the battery movement plans and out-of-action cycles. Rehearse the radar target handoff and include clearing the fires at the TF level if TF FSO are involved. Rehearsal of counterfire during the rehearsal of priority targets is necessary to rehearse priority targets. Have the Radar Technician insert one or two acquisitions per phase of the rehearsal.

THE RESULT: This rehearsal ensures the validity of the FS plan. It will illustrate why fires are needed in relation to **specific maneuver events** and what they are **intended to accomplish.** It crosswalks lookers with shooters and ties them to a condition or event on the battlefield. It will ensure that FS performs the missions assigned and meets the commander's intent. When properly performed, the rehearsal practices the redundancy of observers and nets by having both the backup and primary shoot the targets. The FS plan is validated with the scheme of maneuver, the commander's intent, and attack guidance. It ensures the obstacle plan is coordinated with the FS plan and both support the maneuver plan. Finally it ensures the control measures for protecting and controlling aerial and ground forces are in place, integrated, and understood by all.

★ TF FS REHEARSALS ★

The TF FSO normally runs this rehearsal. Involvement should be from the TF FSE all the way to the observers. This includes the S3, USAF, and S2. Lookers include scouts, Co FIST, and platoon leadership responsible for a target. Shooters include the mortar platoon. This is often difficult in a compressed time sequence because many of the lookers are maneuver units who have already crossed LD. The format for the rehearsal is exactly like that of the BDE rehearsal.

★ CO/TM REHEARSALS ★

This is the lowest level that performs the combined arms rehearsal, i.e., including the FS and CSS aspects of the mission. Separate support rehearsals are not normally time efficient or very effective at this level. This integration of rehearsals is essential for all the leaders and soldiers participating to visualize special relationships and the complexity of seemingly simple tasks.

WHO ATTENDS: Minimum attendance at CO/TM rehearsals consists of the Commander, XO, 1SG, PLT LDRs and SGTs, any slice leadership, and the balance of the HQ section SGTs to include mortars, medics, and anti-tank, etc.

REHEARSAL SCRIPT:
Agenda: Usually a DST is not completed at the company level, but a matrix OPORD format is commonly used. If this is the case, use the phases the fight is broken into on the OPORD matrix as the phases of the rehearsal.
Response Sequence: First, determine the level to which the mission will be rehearsed (i.e.: platoon leaders, squad leaders, fire team leaders). Then list each participant in sequence. Each player uses an established format for their respective response.
Unit Actions: Actions checklist are the same as the BDE and TF rehearsals. Since there is no S2 to represent the enemy, one option might be to have the XO represent the enemy.
Sequence of Events: Go into as much detail as possible. If time is limited, select key events (breech, action at the objective, etc.) to rehearse. Practice rehearsing in garrison so that the responses will be quick, to the point, and highlight key details.

EXAMPLE SCENARIO: In this example, the 1st Platoon Leader of Team Charlie Tank, reference TF 1-1 example from the previous chapters, explains his unit's action from the time the unit leaves SBF2 until he completes his assault across OBJ South. The platoon is assaulting and is the main effort of the company. The battlefield conditions are that Team Alpha Mech moved through the beach and established SBF1. Alpha is placing effective direct and indirect fire onto OBJ South. Team Charlie Tank has cleared the breach, established SBF 2 and is beginning to assault north onto OBJ South.
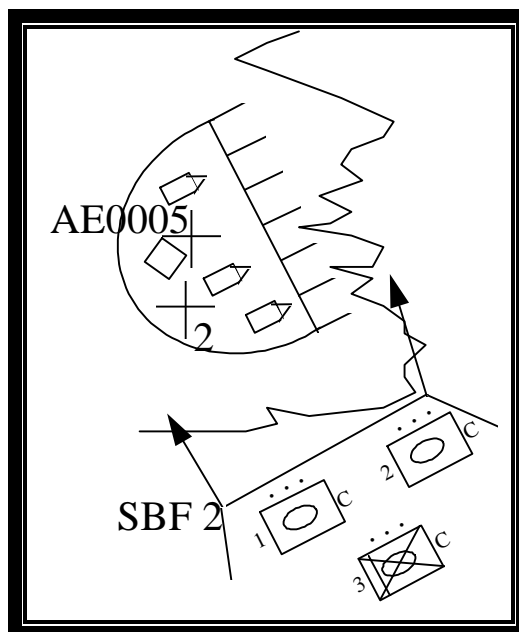
My task and purpose are. . .and my slant is 4/1(1st PLT has a CEV attached). We will be deployed on line at the western-most edge of SBF2 with 2d platoon on our right. Our initial orientation will be on TRP2 which will be marked by 4.2IN mortar illumination burning on the ground. We will move off the position by bounding overwatch with second section moving first. Once they are set, my section will begin its bound. I will call the commander and report set after our first bound. Our bound will be followed by 2d platoon's bound and this will continue across the objective.

VISUAL CONTACT AND PHYSICAL CONTACT*: Visual contact is physical contact. If the enemy comes out of his hole, we will kill him immediately. We have to use good covered routes during the bounds. The best case is we see him first. If we see him first, I will attempt to bring the entire platoon up to engage individual enemy vehicles or positions. If he sees us first, we will return fire and seek a covered position immediately, then provide suppresive fire to allow either my other three vehicles or second platoon to work around for a shot.*
RECEIVE INDIRECT FIRE: *We will continue to make survivability moves every seven minutes as per company SOP; since we will be in bounding overwatch, this will not be a problem. The best way to move if we start receiving indirect fire is forward as it probably means the enemy is giving ground.*
OBSTACLES: We will use our tank plow to breach any hasty protective obstacles we encounter. The CEV will be with me if my blade tank cannot reduce the obstacle. We will mark all breaches by BDE SOP and report them on the company net.
ENEMY AIR: *At this point the most probable place we will get attacked is at SBF position. For rotary wing, will engage with main gun fire using volley fire when possible. For fixed wing, I will set an aerial TRP and we will use the .50 cals.*
EW: *If we get jammed, we will work through it by company SOP.*

THE RESULT: The units at the CO/TM rehearsal must see the conditions for success being established at the rehearsal so they can recognize them later during the fight.

★ DS FA BATTALION REHEARSALS ★

The DS FA Battalion conducts both a FA BN rehearsal and a FA technical rehearsal. Both rehearsals ensure the DS BN's plan is synchronized with the BDE's maneuver plan and supports the BDE CDR's intent. The FA BN rehearsal includes key players from the FA battalion and normally occurs at the DS battalion TOC. The FA technical rehearsal is conducted by the battalion and platoon FDOs and is normally conducted by radio prior to the BDE FS rehearsal.

< Field Artillery Battalion Rehearsal >

WHO ATTENDS: Participants in the FA BN rehearsal include the FSCOORD, XO, S1, S3, AS3, S2, S4, FDO, CHEMO, Battery Commanders with FDOs, Radar Tech, R&S Officer, Met Chief, BMO, PA, and SIGO. Whenever possible, the firing batteries and platoons, down to individual section level, should participate.

HOW LONG: The entire rehearsal should not take more than 1½ to 2 hours. Participants must arrive on time and be ready to rehearse. The rehearsal must be planned into the battalion timeline to ensure all the key players are there.

REHEARSAL SCRIPT:
    Agenda: Use the Fire Support Execution Matrix.
    Response Sequence: Establish in the unit SOP. Post where all participants can see it.
    Unit Actions: See box for an example.
    Sequence of Events: In Step 2, the S2 should discuss mobility corridors/avenues of approach down to company level. From the enemy perspective, he discusses the most likely COA: enemy position, phases of fire, decision points, reconnaissance assets and missions, TA capabilities, probable CHEM/FASCAM strike locations, and air assault locations. In Step 3, the units deploy onto the rehearsal product.

FA REHEARSAL ACTION CHECKLIST

BATTERY COMMANDERS: State task and purpose (once), location, azimuth of fire, projected combat power, critical FS task at that point of the operation, number of targets in file, alternate location and trigger for movement and required movement time, ammunition status, status-of-position improvement, CASEVAC plan for position.

RADAR: State task and purpose(once), position, movement trigger, active zones, cueing corresponding to the zones, adjacent unit security, GS fire and GS radar support.

COMBAT TRAINS COMMANDER: Task and purpose (once), location/trigger for movement, BAS, AXP, FAS, and MAS locations, Mass casualty mutual support plan, location of recovery and UMCP, Class V status in CBT TRNS, other CSS triggers.

FIELD TRAINS COMMANDER: Task and Purpose (once), location, Cl V O/H, ration cycle, LRP/Time and location, targets supporting the BSA, CSS triggers.

BN FDO: Scheme of fires, target assignment/volume and desired effects, MET schedule/status, fire order standards, method of communication (voice or digital), primary and secondary observers.

CHEMO: MOPP status, decontamination assets, L/U points and location, dirty routes.

SIGO: RETRANS location and movement triggers, emplacement times.

THE RESULT: At the conclusion of the FA BN rehearsal, each member of the battalion team should leave with a clear understanding of required actions and critical field artillery tasks, by phase or event. The FA BN rehearsal synchronizes the battalion's C^2, logistics and delivery assets to the BDE's scheme of fires, ensuring the FA battalion can support the BDE CDR's intent.

< Field Artillery Technical Rehearsal >

The FA battalion conducts the technical rehearsal to verify that all of its subordinate firing units can support the brigade scheme of fires. This rehearsal should be conducted prior to the BDE fire support rehearsal. This will assist the S3/BN FDO in making changes to the scheme of maneuver if targets are out of range or to identify problems with target shift times. All special missions such as copperhead, smoke and FASCAM should be verified.

WHO ATTENDS: The FA Tech Rehearsal is normally conducted FM by the BN FDO. The participation level is down to howitzer level. All attached or reinforcing firing units should also participate.

HOW LONG: A well-prepared technical rehearsal should take no longer than one hour.

REHEARSAL SCRIPT: The rehearsal should begin by polling each firing unit and equipment status, specifically verifying unit location, azimuth of fire, tube strength, ammunition on hand, LCU, BUCS, and AFCS status. The FDO will restate the battalion fire order standard (IAW FM 6-40). The BN FDO verifies the target list data by polling the FDCs by target number to ensure all units have the correct target list on hand. The last administrative data is verification of all known FSCM. The actual rehearsal structure will follow the BDE's designated events or phases. The BN FDO initiates each mission by announcing the BDE trigger and target number in the scheme of fires sequence. A battery FDO specified by the BN FDO will follow up with the volume of fires and units to fire throughout the rehearsal. At a minimum, special missions such as Copperhead, SEAD, and FASCOM will be rehearsed during or prior to the technical rehearsal to clarify gun line responsibility and verify shift times.

THE RESULT: Assignment of units to fire and volume of fire as rehearsed during the FA BN rehearsal will be verified and refined. The FA BN will now be prepared to participate in the BDE FS rehearsal. Show stoppers such as shift times, range limitations, angle of fire and ammunition distribution, have been identified and resolved.

★ FORWARD SUPPORT BATTALION REHEARSALS ★

The FSB rehearsal ensures the mission support operations occurring in the BSA are effective and organized. The players include key CSS leaders from the FSB along with the TF/BN Field Trains leadership. It normally occurs in the BSA. The battalion should rehearse significant events, such as casualty evacuation, defense, reconnaissance and security, convoy assembly, Quartering Party Procedures, QRF assembly and employment, and movement of the BSA, to name a few. The rehearsal of these SOPs are critical to normal operations in the BSA.

WHO ATTENDS: Participants in the FSB/CO rehearsals range from the FSB CDR, XO, and SPO, through the staff, BN Chemical NCO, Company Commanders, BMO, and SIGO. Whenever possible, platoon and section leaders should participate as well. The TF/BNs being supported by the FSB must send their field trains leadership such as HHC CDR and SPT PLT LDR. MP and other specialty units operating in the BSA must attend as well, to include the DISCOM representatives.

HOW LONG: A good rule of thumb for any rehearsal is about 1 to 1½ hours. Some of the rehearsals can be decentralize to the company level, but must involve the TF/BN field trains that are operating in the BSA if they are involved in the event such as defense or R&S.

REHEARSAL SCRIPT:
   Agenda: The agenda can follow the entire brigade scheme of maneuver (use the DST and Synchronization Matrix) or it can be a list of key events that the FSB commander wants to rehearse.
   Response Sequence: Establish the response sequence based on the participants in the rehearsal. Post where all participants can easily see it.
   Unit Actions: See boxes on pages A-9 and A-10 for example action checklists.
   Sequence of Events: FSB rehearsals can be initiated either on a time-based event, such as quartering party departing or a enemy-based event, reference Step 2. In either case, state the conditions that trigger the event to take place. In step 3, units respond in sequence with their actions. For example, a terrain model rehearsal of the ADVON for the movement of the BSA may be broken into three phases: assembly of the ADVON, movement, and actions upon arrival at the new site. For each phase, the response sequence is completed and each player presents his actions and responsibilities. These could include the communications plan, ADA and FS coverage, actions on contact, and medical support.

THE RESULTS: The results of the FSB rehearsals ensure operations within the BSA do not negatively impact on normal events. Rehearsals of the QRF ensures routes have reconnoitered and positions established, thus reducing chances of fratricide. Units understand MEDEVAC procedures, and convoy assembly areas ensure critical routes stay clear in an already normally congested area.

Appendix B
REHEARSAL SOP

This appendix provides the necessary information required to develop a complete rehearsal SOP.

Confirmation Brief SOP

1. **Planning/Preparation**
    a. CDR specifies attendees, technique, and place of the confirmation brief.
        (1) Attendees
            (a) CDRs w/FSO, Special Unit LDRs
            (b) CDRs w/FSO, Special Unit LDRs, Coord/Special Staff
        (2) Type
            (a) Radio
            (b) Map
            (c) Sketch Map
    b. XO
        (1) Publishes confirmation brief time/location in OPORD.
        (2) Integrates confirmation brief into orders brief agenda.

2. **Execution**
    a. Commander receives the confirmation brief.
    b. Rehearsal agenda
        (1) Conduct role call
        (2) Briefing Sequence
            (a) Maneuver
                <u>1</u> Main Effort
                <u>2</u> Supporting Effort
            (b) FS
            (c) M/C
            (d) CSS
            (e) AD
        (3) Closing comments

BackBrief SOP

1.
    a. CDR specifies attendees, technique, and place of the backbrief
        (1) Attendees

               (b) CDRs w/FSO, Special Unit LDRs, Coord/Special Staff
        (2) Type
            (a) Radio
            (b) Map
            (c) Sketch Map
    b. XO
        (1) Coordinate backbrief time/location with units
        (2) Intergrate backbrief into TDMP timeline

2. **Execution**
    a. Commander receives the backbrief
    b. Rehearsal agenda
        (1) Conduct role call
        (2) Briefing Sequence
            (a) Maneuver
                <u>1</u> Main Effort
                <u>2</u> Supporting Effort
            (b) FS
            (c) M/C
            (d) CSS
            (e) AD
        (3) Closing comments

Combined Arms and Support Rehearsal SOP

1. **Planning**
   a. CDR specifies attendees, type, and place of the rehearsal
      (1) Attendees
           (a) CDRs w/FSO, Special Unit LDRs
           (b) CDRs w/FSO, Special Unit LDRs, Coord/Special Staff
           (c) All leaders two levels down.
      (2) Type
           (a) Radio
           (b) Map
           (c) Sketch Map
           (d) Terrain Model
           (e) Reduced Force
           (f) Full Force

   b. XO
      (1) Publish rehearsal time/location in WARNORD, OPORD or FRAGO
      (2) Complete staff rehearsal of the operation
      (3) Designate site preparation responsibility

   c. Subordinate Commanders/Specialty Unit Leaders
      (1) Complete unit plan with specified tasks to subordinate units
      (2) Identify issues and provide a copy of unit order and graphics to the parent unit

2. **Preparation**
   a. XO
      (1) Identify specific events to rehearse; develop rehearsal agenda
      (2) Verify completeness of the rehearsal site
      (3) Upgrade local security
      (4) Develop parking and traffic plan
      (5) Establish rehearsal time and limits IAW METT-T

   b. Subordinate Commanders/Special Unit Leaders
      (1) Rehearse unit plan and supporting drills
      (2) Verify task organization, disposition and capabilities

3. **Execution**
   a. XO leads the rehearsal ensuring all key personnel validate understanding of the Commander's
intent   and concept
   b. Rehearsal agenda
      (1) Conduct role call
      (2) Validate task organization
           (a) Confirm linkup status

(b) Required material on hand
(3) Review rehearsal rules
(4)   Orient participants to rehearsal product
(5) Designate start time in relation to the operation
(6) S-2 briefs enemy situation
(7) XO briefs friendly situation
(8) Critical events are rehearsed IAW rehearsal agenda
(9) Review issues
(10) Verify indicators, decisions, actions and changes to the DST because of the rehearsal and

issue   review
(11) Closing comments
(12) Pass out updated graphics to the commanders✪